

Enough of Planning

Let's Implement



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Objectives

- To understand the challenges involved in implementing a workforce planning process
- To identify ways to achieve success in aligning current actions with long-term goals

Agenda

- Workforce Planning: The Process
- NRC: A Case Study
- Keys to Success: Implementation
- Objectives Revisited

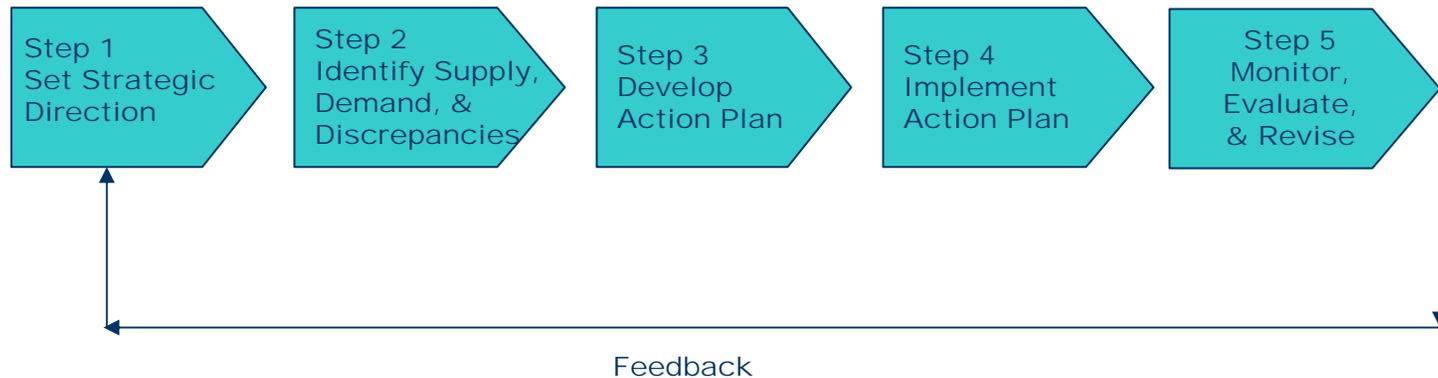
Workforce Planning

The Process



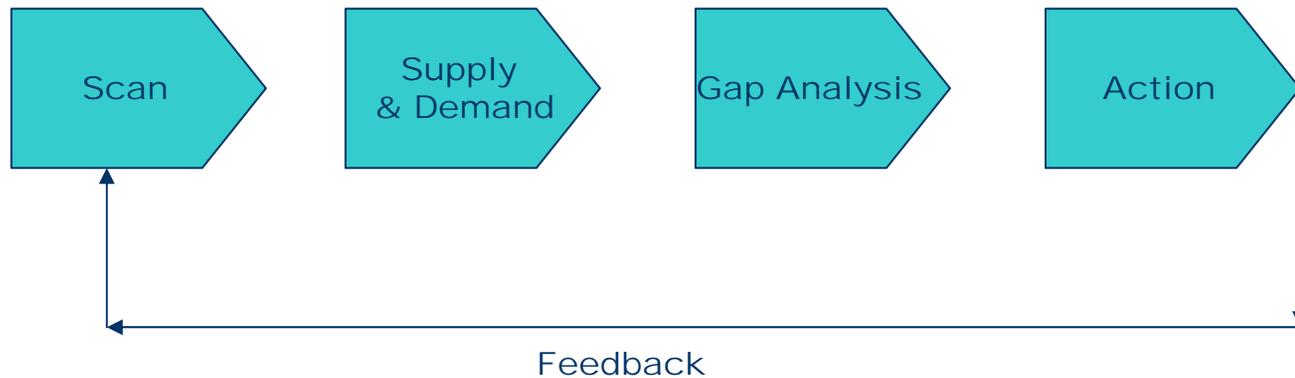
Workforce Planning Process

Federal Government Workforce Planning Model*



Workforce Planning Process

IPMA Generic Workforce Planning Model*



Workforce Planning Process

- GAO's Key Principles*
 - Involve top management, employees, and other stakeholders
 - Determine the critical skills and competencies
 - Develop strategies
 - Build the capacity
 - Monitor and evaluate

Workforce Planning Process

- Why is implementing a workforce planning process so difficult?

NRC

A Case Study

NRC: Who We Are

- Mission
- Organization
- Workforce

NRC: Workforce Challenge

- Aging Workforce
- Potential Gaps in Critical Skills
- Labor Supply
 - Fewer graduates from university programs with degrees in critical skills areas
 - In competition with industry for highly qualified technical staff

NRC: Critical Skills

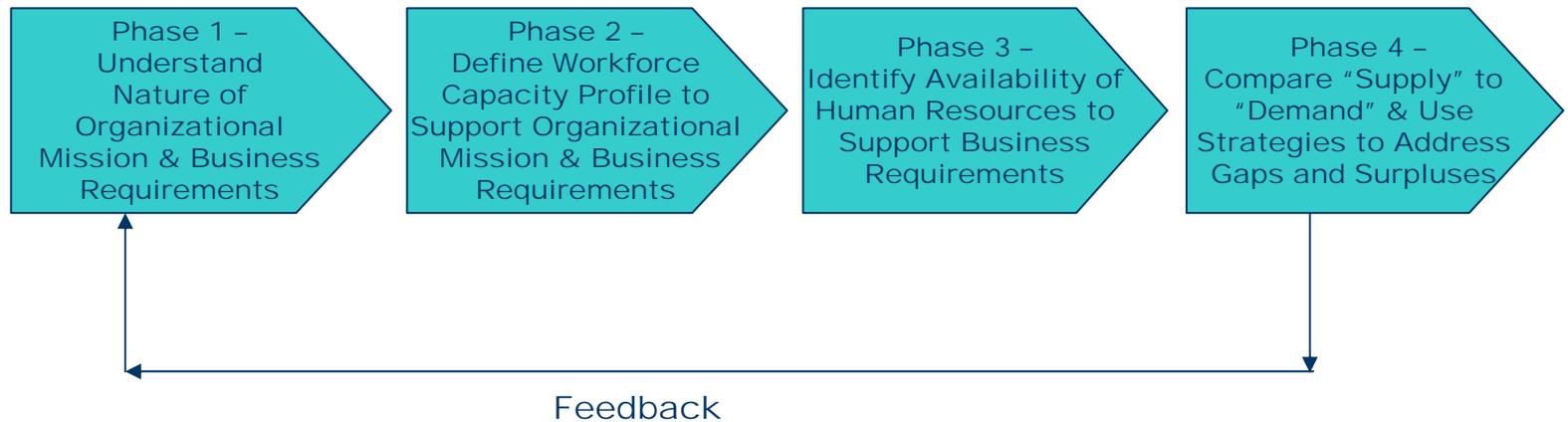
- Engineering
 - Electrical
 - Mechanical
 - Structural
 - Chemical
 - Nuclear
- Law
- Health Physics
- Nuclear Safeguards and Security
- Intelligence/Threat Analysis
- Risk Assessment
- Information Technology

NRC: How do we do this?

- How do we identify critical skills, keep the list manageable, and measure the extent to which we have them?
- How do we engage the stakeholders?
- How do we make workforce planning a tool that supports achievement of the mission?

Workforce Planning Process

NRC Strategic Workforce Planning Model



Keys to Success

Implementation



Keys to Success

- Define the outcome
- Establish an ongoing process
- Communicate
- Measure progress
- Enlist champions
- Integrate with HR operations
- Integrate with other agency systems and processes
- Fit to the organizational culture
- Solve real problems
- Use technology
- Use a variety of HR policies and programs
- Define roles and responsibilities
- Share accountability
- Provide benefits for everyone
- Elicit feedback and use it to make improvements
- Work together
- Learn from others

Define the outcome

- Be clear about the purpose
 - Workforce planning can serve many goals, for example
 - IRS used workforce planning to redeploy its workforce after reorganization
 - NRC is using workforce planning to maintain the technical competence of its science and engineering workforce AND to identify individuals with expertise needed for special projects

Establish an ongoing process

- Workforce planning is NOT a one-time activity
- Data must be refreshed periodically; for example
 - NRC's system triggers annual updates of skills assessments

Communicate

- Use a variety of means
- Keep it interesting
- Seek audiences throughout the organization
- Communicate often; for example, NRC's
 - System rollout
 - Annual briefings
 - News

Measure progress

- Track participation rates
- Seek feedback
- Establish measures and metrics; for example,
 - Gap closure
- Analyze trends in demographic and skills data

Enlist champions

- Senior leadership
- Managers
- Project manager
- Office liaisons

Integrate with HR Operations

- Use data to focus action plans for recruitment and staffing
- Consider a range of options for addressing current and future skills gaps
 - Staffing is not the only solution!
- Be sure the short-term solutions contribute to solving the long-term issues

Integrate with other agency systems and processes

- Strategic Plan
- Annual planning, budgeting, and performance management process (agency); for example, NRC's
 - Human Capital Budget
- Annual training needs assessment
- Annual performance management process (individuals)

Fit to the organizational culture

- Organization's vision, mission, and strategy
 - For example,
 - NRC, as a regulatory agency, is comfortable with “process”
- Values and behaviors
 - For example,
 - Engineers rely on data for decision-making

Solve real problems

- Respond to the needs of individual offices; for example,
 - NRC's Division of Engineering (Office of Nuclear Reactor Regulation)
- Identify experts to staff new work; for example,
 - NRC's preparation for potential work to license Yucca Mountain

Use technology

- Web-enabled
- Modular design
 - User-friendly
 - Flexible and easy to modify
- Reports available on the desktop

Use a variety of HR policies and programs

- Take full advantage of available human capital flexibilities; for example, NRC uses more than a dozen “tools”
- Communicate the availability of solutions; for example, NRC’s
 - Manager’s Toolbox
- Track the use of flexibilities

Define roles and responsibilities

- Senior Leadership
- Offices
- Human Resources

Share accountability

- SES performance management system
- Office operating plans
- Agency-level performance measures and metrics

Provide benefits for everyone

- Senior Leaders
- Managers and Supervisors
- Employees

Elicit feedback and use it to make improvements

- E-mail contact
- Web survey
- Annual information call
 - Report
 - Briefings and Discussions

Work together

- Provide a means for offices to ask for help; for example, NRC's
 - Form for identifying a potential skills gap
- Take a team approach; for example, NRC's
 - Human Capital Action Team

Learn from others

- Document and share best practices and success stories in your own organization
- Seek out and share the good ideas in other organizations
- Keep up to date on initiatives in the private sector and throughout the government, on studies, on legislation, etc.

Objectives Revisited

Challenges & Keys to
Success



Challenges: Summary

- Process
- Stakeholders
- Integration

Keys to Success: Summary

- Align with strategic direction
- Analyze supply and demand
- Have a variety of solutions ready
- Integrate with management systems and processes
- Involve everyone
- Measure progress
- Make improvements

Keys to Success: Summary

Celebrate Success!

Contact Information

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